

Risk Pool Peer Review Committee Report
Sarasota Family YMCA – Circuit 12 (DeSoto, Manatee, and Sarasota Counties)
Fiscal Year 2018-2019

October 2018

Executive Summary:

Sarasota Family YMCA (SYMCA) submitted an application for risk pool funding on August 16th, 2018. The application was subsequently reviewed by the Suncoast Region and with the concurrence of the Regional Managing Director was submitted to the Office of Child Welfare.

The department established a Risk Pool Peer Review Committee pursuant to section 409.990(7), Florida Statutes, for state fiscal year (FY) 2018-2019. The Risk Pool application process was informed by lessons learned from the prior year reviews as well as the availability of extensive additional information from reports developed pursuant to proviso language included in the General Appropriations Act (Specific Appropriation 322) for FY 2017-2018. In compliance with this proviso language, the department completed a comprehensive, multi-year review of the revenues, expenditures and financial position of all Community-Based Care Lead Agencies (CBCs) including a comprehensive system of care analysis. This submission also included a financial viability plan from all lead agencies.

The Risk Pool Protocol provided for priority consideration for any CBC with increased removals based on a 12-month moving average from May 2016 to May 2018. This criterion was based on the experience from prior year reviews that found that significant increases in removals were a key indicator of financial vulnerability for a lead agency. Tier one for priority consideration was lead agencies with an increase in removals of 10 percent or more. SYMCA was in Tier three for priority consideration with a 16.09 percent decrease in removals.

Due to the early application process this fiscal year, the Risk Pool Peer Review team conducted a preliminary review with relevant information available from multiple sources to make preliminary recommendations. The documents reviewed are below:

- Risk Pool Funding Application FY 2018-2019
- Financial Viability Plan (FY 2017-2018 and FY 2018-2019)
- Budget Projections provided by the CBC
- CBC Financial Viability Integrated Data Report
- [The Child Welfare Dashboard](#)
- [CBC Contract Monitoring Reports](#)
- CBC Contract Monitoring Survey Data
- CBC Contract Monitoring Data Packets
- [The Child Welfare Key Indicators Monthly Report](#)
- [SYMCA Risk Pool Report FY 2017-2018](#)
- Florida Safe Families Network (FSFN) Aggregate Payment Data

As a part of the preliminary review, the team evaluated all available information from previous on-site visits, current data, and monitoring reports to make a recommendation without an

additional on-site visit by this team. To resolve any outstanding questions, additional information was requested by the team from the CBC.

The Risk Pool Peer Review Committee for SYMCA consisted of:

Lee Kaywork, Team Leader
Glen Casel, CEO, Community Based Care of Central Florida
Carol DeLoach, CEO, Communities Connected for Kids
Naomi McGowan, CFO, Family Support Services of North Florida
Catherine Macina, CFO, Community Based Care of Central Florida
JoShonda Guerrier, Assistant Secretary for Child Welfare
Barney Ray, Office of CBC/ME Financial Accountability
Billy Kent, Northeast Region Family and Community Services Director
April May, Suncoast Region Community Development Director
Alissa Cross, CBC Contract Monitoring Team
Melissa Stanley, CBC Contract Monitoring Team
Megan Wiggins, CBC Contract Monitoring Team

While the specific areas of review and analysis varied based on the unique needs and circumstances of each Region, Circuit and CBC, the following framework provided an outline for organizing the work of the Peer Review Committee.

Application Summary:

SYMCA's application for risk pool funding requested \$2,014,364 (total projected deficit was \$3,524,364 minus the assumption of receiving \$867,000 in excess earnings and having \$643,000 in carry forward funds from FY 2017-2018).

SYMCA noted that their removal rates have been higher than the statewide average for the past four fiscal years, although their core funding has remained below the statewide average over the same time period based upon a calculation of equity as defined in section 409.991, Florida Statutes.

The primary causes SYMCA attributed to their current financial challenges are outlined below:

- A sustained increase in removals and a correlating increase in the number of children placed in foster care and residential group care
- A \$3.8 million increase in room and board expenditures between FY 2013-2014 and FY 2017-2018, driven by the increase in removals and an increase in the number of youth placed that are involved in multiple systems (crossover youth), including the Department of Juvenile Justice, the Agency for Persons with Disabilities, and medically complex youth.

Findings:

After review of the information provided, the Peer Review Committee was able to reach the following findings:

1. Findings related to the need for services and commitment of resources

- Sources: ([The Child Welfare Key Indicators Monthly Report](#), [The Child Welfare Dashboard](#), [CBC Contract Monitoring Reports](#), [17/18 Risk Pool Report](#))
- Summary below; see CBC Contract Monitoring Report, sections 2, 11, and 12 for more details
 - 1.1. *What is the relevant community context within which the child welfare system operates?*
 - 1.2. *This may include incidence of calls to the hotline, child poverty in the area, local factors that influence the need for services, etc.*
 - 1.3. *Factors may also include community resources available to meet the needs of children and families such as Children's Services Councils, local governmental resources or other unique factors.*

SYMCA serves Circuit 12 which covers Manatee, Sarasota and Desoto Counties. The Child Protective Investigation function is performed by the sheriff's office in Manatee County and by the department in Sarasota and Desoto counties. Children's Legal Services functions are performed by the department.

According to the US Census Facts, Sarasota and Manatee Counties have lower poverty rates than the statewide rate of 14.7%, but DeSoto County's poverty rate is nearly double the statewide average. Sarasota and Manatee Counties also have slightly higher median household incomes, while Desoto's is significantly lower than the statewide median household income. Educational statistics follow a similar pattern, with Manatee and Sarasota Counties meeting or exceeding the statewide average for both the percent of population over 25 years old with a high school diploma and the percent of the population over 25 with a college degree, while Desoto County remains well below the statewide average on both measures.

As indicated in SYMCA's application, the number of reports accepted for investigation has increased since FY 2014-2015, with a slight decrease in FY 2017-2018. The number of children entering out-of-home care peaked in FY 2015-2016 and has decreased significantly since that time period. Over that same period, SYMCA saw an increase in children served through in-home, out-of-home, and family support services. The number of young adults receiving services has decreased in FY 2015-2016 but has increased over the past two fiscal years.

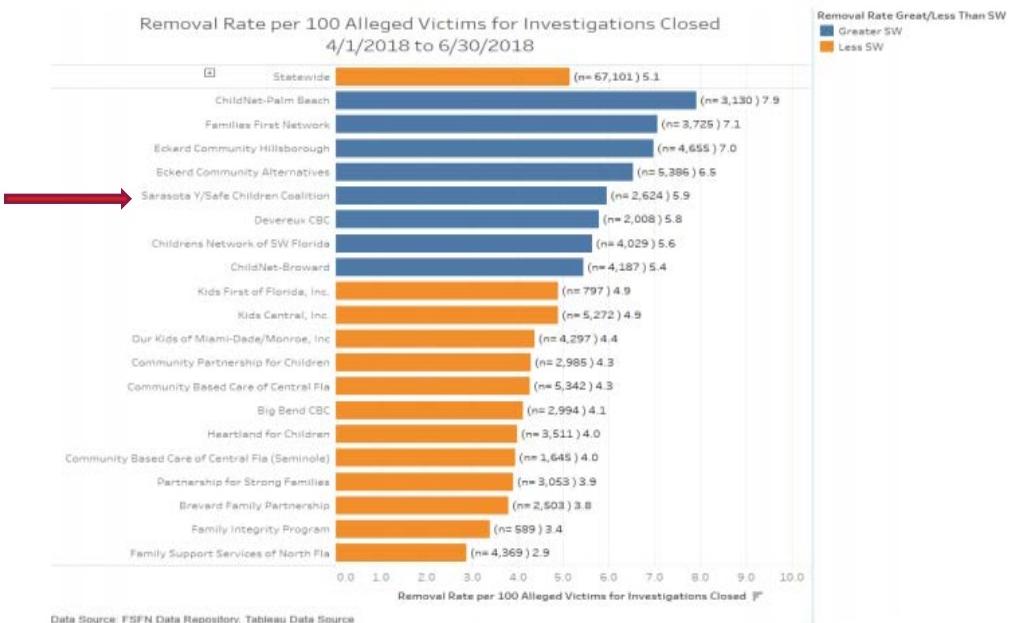
		Fy 2014/ 2015	Fy 2015/ 2016	Fy 2016/ 2017	Fy 2017/ 2018
Child Protective Investigations and Child Removals (Sarasota, Desoto, and Manatee counties)	Reports accepted for Investigation by DCF (Initial & Additional Reports)	7,373	7,664	7,761	7,168
	Children Entering Out-of-Home Care	674	904	832	743
Children Served by Sarasota YMCA	Children Receiving In-Home Services	941	896	1,006	1,127
	Children Receiving Out of Home Care	1,280	1,605	1,772	1,781
	Young Adults Receiving Services	103	84	91	105
	Children Receiving Family Support Services	124	327	1,103	1,382

Manatee County has a Children's Services Council which supports prevention efforts. Service availability for both dependent and non-dependent children and their families varies between counties; Desoto's rural nature makes service delivery more challenging.

2. Findings related to protective services including removals, referrals for post-investigative services, activities to protect children without removal and use of resources focused on prevention and intervention.
 - Sources: ([The Child Welfare Key Indicators Monthly Report](#), [The Child Welfare Dashboard](#), [CBC Contract Monitoring Report](#))
 - Summary below; see CBC Contract Monitoring Report, sections 5, 9, and 11 for more details
 - 2.1. *What are the rates of removal, rates of verification, and other measures from protective investigations that affect the need for child welfare services? How have these measures changed over time and how do they compare with other areas of the state?*
 - 2.2. *What activities are in place to provide support to protective investigators and families to permit children to remain safely in their homes? What services are provided with funds used for prevention and intervention?*

2.3. How well integrated are the CPI, safety management and intervention services components? Are there case transfer issues that affect performance?

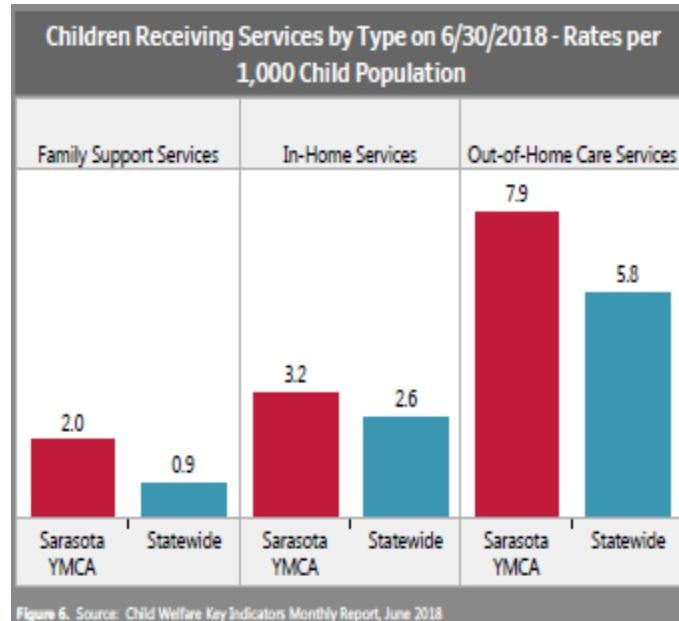
As indicated in the application, SYMCA maintains a higher rate of removal per 100 alleged victims than the statewide average and, in the last key indicator report, they were in the top five highest statewide.



*Sep 2017 - Measure changed from per 100 children investigated to per 100 Alleged Victims.

SYMCA has a relatively high number of children being served out-of-home, in-home, and with family support services. Their use of relative and non-relative care has remained above the statewide average since July 2016, although it has remained below the target of 65%.

In July 2016, the Office of Child Welfare initiated a Service Array Assessment with each CBC across the



state. The assessment focuses on evaluating the availability, access and application of services for families involved with the child welfare system.

Safety management services and family support services are robust and available in all three counties that SYMCA serves. There are no waiting lists and currently no capacity issues. Services are continually expanding and evolving to meet the community's needs. Currently, SYMCA is rated a "1" on both safety management and family support service provision. SYMCA should request re-evaluation of their safety management and family support service array rating as the information obtained during the previous risk pool and the recent on-site monitoring would be indicative of a higher rating.

According to the FY 2017-2018 risk pool report, SYMCA had challenges with ensuring a smooth and prompt case transfer:

"Staff interviewed stated all parties are committed to creating a better case transfer process. In Manatee County, packets are reviewed prior to the staffing and the majority of cases are transferred within a week. In Sarasota County packets are reviewed and cases are assigned to case managers within 5 days, but until then the CPI is responsible for all activities including completion of the home study and shelter visits. Several initiatives have begun that have promising results, including having a case manager attend shelter hearings, (80% of which occur at present danger) to talk to families, assist in locating relatives and nonrelatives and complete home studies. The program, known as Family Finders has three certified child welfare professionals who attend shelter hearings in both Sarasota and Manatee Counties and has the buy in of parent attorneys."

"Mental health consultants as well as the opioid grant funded position are co-located in Sarasota. The Region also benefits from having a Harvard fellow who is currently working with the SAMH Regional office to map the Region's service array. Staff reported that Diversion Specialists are collocated with investigators. However, no formal safety management providers or other in-home providers are collocated."

3. **Findings related to provision of services for children in care (both in-home and out-of-home)**
 - Sources: ([The Child Welfare Key Indicators Monthly Report](#), [The Child Welfare Dashboard](#), [CBC Contract Monitoring Report](#), CBC Financial Viability Report, CBC Financial Viability Integrated Data Report, CBC Budget Projections, [17/18 Risk Pool Report](#),
 - and Florida Safe Families Network (FSFN) Aggregate Payment Data)
 - Summary below; see CBC Financial Viability Integrated Data Report, CBC Budget Projections, CBC Financial Viability Report, and [CBC Contract Monitoring Report](#) for additional details.

- 3.1. *What is the composition of the children in care including age cohorts, placement types, use of specialized higher costs settings, use of congregate care, etc.*
- 3.2. *What is the cost of various placement types? To what extent are the rates paid for foster care (including care with various rates of intensity), and congregate care consistent with statewide norms (considering community context)? Have these rates remained relatively consistent over the past few fiscal years?*
- 3.3. *What is the cost for dependency case management? Is this consistent with norms for such services? Have these rates remained relatively consistent over the past few fiscal years?*
- 3.4. *To what extent is the CBC appropriately utilizing non-child welfare funding for services (such as DCF SAMH Funds, Medicaid, and other non-DCF funding sources).*
- 3.5. *What evidence exists that case management services are well-managed by the CBC?*

In the past year, SYMCA has consistently had around 60% of the children in out-of-home care in relative/non-relative placements. In FY 2017-2018, 24.4% of children were in family foster homes, which is just under the statewide percentage of 29.96%. They also are just over the statewide percentage (8.53%) of children in group care, with 9.72% in group care.

During the last risk pool visit, SYMCA reported that they had an increase in the number foster homes available, with an increase from 149 in June of 2016 to 181 in June of 2017. However, current data indicates that while this growth continued for several months, around January 2018 the growth stopped and they are currently declining with in the number of licensed homes at 185 (295 beds) in July 2018. As of July 31, 2018 they are at 86.5% capacity of those beds.

As shown in the tables below, SYMCAs decreased the number of children in licensed residential group care in FY 2017-2018 from the previous year. The biggest decrease was children ages 0-5. The median daily rate remained the same for ages 0-5 and 13-17, and only slightly increased for ages 6-12.

Source: FSFN Payments via Tableau software (OCA Disposition Dates through 8/31/2018)

Sarasota YMCA (Contract # QJ2B0) Total \$ of FSFN Payments to Licensed Residential Group Care (OCA LCRGE)				
Ages	FY2016-2017	FY2017-2018	Increase/(Decrease)	% Increase/(Decrease)
0-5	\$596,619	\$102,257	-\$494,362	-81%
6-12	\$2,061,125	\$1,891,805	-\$169,320	-8%
13-17	\$3,301,295	\$3,275,654	-\$25,641	-0.8%

Sarasota YMCA (Contract # QJ2B0) Total Number of Unique Clients in Licensed Residential Group Care (OCA LCRGE)				
Ages	FY2016-2017	FY2017-2018	Increase/(Decrease)	% Increase/(Decrease)
0-5	96	18	-78	-81%
6-12	183	148	-35	-19%
13-17	162	150	-12	-7.4%

Sarasota YMCA (Contract # QJ2B0) Median Daily Rate \$ in Licensed Residential Group Care (OCA LCRGE)				
Ages	FY2016-2017	FY2017-2018	Increase/(Decrease)	% Increase/(Decrease)
0-5	\$60	\$60	0	0%
6-12	\$110	\$113.80	+3.80	+3.5%
13-17	\$120	\$120	0	0%

SYMCA also appeared to decrease the amount expended for APD Group Homes and Services as shown below.

Sarasota YMCA (Contract # QJ2B0) Total \$ of Payments by FSFN Service Type in Licensed Residential Group Care (OCA LCRGE)				
FSFN Service Type	FY2016-2017	FY2017-2018	Increase/(Decrease)	% Increase/(Decrease)
APD Group Home	\$321,446	\$249,310	-\$72,136	-22%
Residential APD/DS Services – CBC Funded	\$196,614	\$154,141	-\$42,473	-22%
Total	\$518,060	\$403,451	-\$114,609	-22%

As revealed during the FY 2017-2018's site review, SYMCA has had several changes with case management agencies that they have had to manage. From last year's risk pool report:

"During the last state fiscal year, the SYMCA was working with their contracted case management provider in Manatee County regarding that organization's need for performance improvements. In May, the organization gave SYMCA a 30-day notice of contract termination. Youth and Family Alternatives was brought in as the new provider of case management services for Manatee County. This transition occurred suddenly and at a time of high caseloads, contributing to the challenges in the system of care. Due to the sudden organizational change in Manatee County, there has been very high turnover in Manatee County and Youth and Family Alternatives is still working to stabilize the case management workforce and fill available positions."

Note – On December 6, after the FY 2017-2018 site visit, we learned that Pathways has made a decision to terminate all Florida contracts effective February 15, 2017. SYMCA plans on bringing those services in-house for the near future.

4. Findings related to exits from care including exits to permanence.

- Sources: ([The Child Welfare Key Indicators Monthly Report](#), [The Child Welfare Dashboard](#), [CBC Contract Monitoring Report](#), Financial Viability Integrated Data Report)
 - Summary below; see [The Child Welfare Key Indicators Monthly Report](#), [The Child Welfare Dashboard](#), Financial Viability Integrated Data Report, [CBC Contract Monitoring Report](#) – Sections 4 and 11, for more details.
- 4.1. *What is the performance of the CBC in the recognized measures of children achieving permanence? Do these findings indicate that children are not remaining in care for longer than necessary? Are these permanency achievement rates consistent across placement settings?*
 - 4.2. *What contextual factors (such as Children's Legal Services, dependency court dynamics, etc.) influence time to permanence for children served by the CBC?*
 - 4.3. *Has there been a change in the number of exits or time to exit that is materially influencing the cost of out-of-home care?*

SYMCA's system of care appears to be stabilizing after a spike in removals in FY 2016-2017. Removals and exits seem to be trending in the right directions in recent months.

SYMCA has met the measures associated with timely permanency, both in 12 months and between 12-23 months; however, there is a notable negative trend. For the past two fiscal years, they have not met the targets for re-entry although FY 2017-2018 was only 0.1% below the target and was better than in FY 2016-2017.

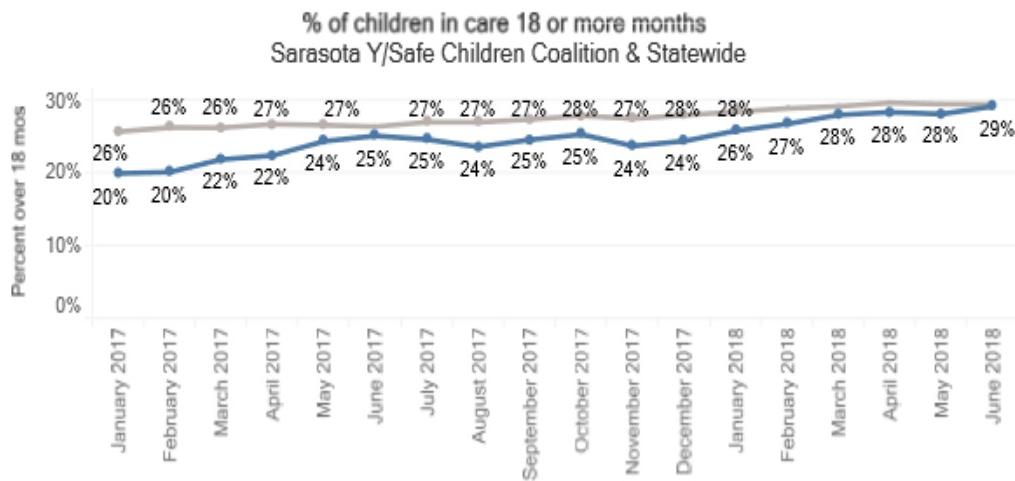
CBC ScoreCard - Sarasota YMCA						
Scorecard Measure Number	Performance Measure	CBC Contract Measure Targets	Federal National Standard (Performance of Other States)	Statewide Performance (FY 2017/2018)	Sarasota YMCA July 1, 2016-June 30, 2017	Sarasota YMCA July 1, 2017-June 30, 2018
5	Percent of children exiting foster care to a permanent home within twelve (12) months of entering care	>40.5%	>40.5% (12%-64%)	39.70%	● 47.5%	● 40.2%
6	Percent of children exiting to a permanent home within 12 months for those in care 12 to 23 months	>44%	>43.6% (25%-66%)	53.40%	● 54.0%	● 52.4%
7	Percent of children who do not re-enter foster care within twelve (12) months of moving to a permanent home	>91.7%	>91.7% (83%-98%)	89.60%	● 90.5%	● 91.6%
8	Children's placement moves per 1,000 days in foster care	<4.12	<4.12 (2.7 - 9.8)	4.45	● 4.5200	● 4.0000

A green dot denotes performance is above the CBC Contract Measure Target; a red dot denotes performance is below the CBC Contract Measure Target.

Table 5: CBC Scorecard. Run date: Aug 14, 2018

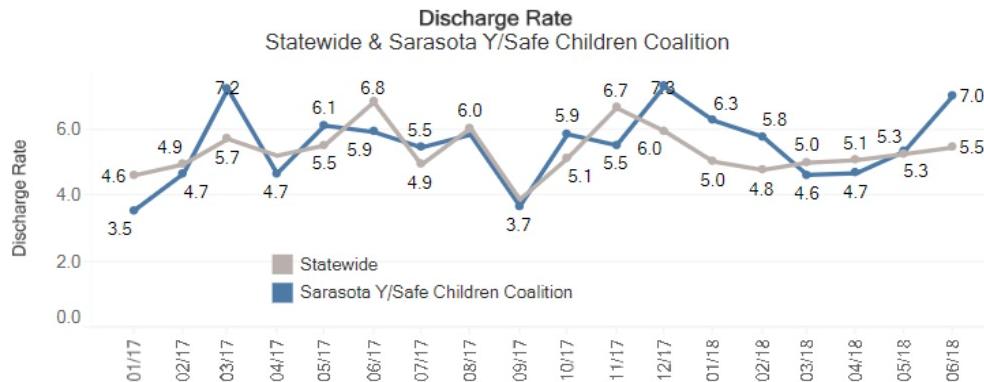
SYMCA has typically been lower than the statewide average on the percentage of children who are in care 18 months or more; however, they have been slowly increasing and just reached the statewide percentage.

	FY 2017 Q3	FY 2017 Q4	FY 2018 Q1	FY 2018 Q2	FY 2018 Q3	FY 2018 Q4
M03: % not neglected or abused after svrcs	97.3%	99.3%	95.8%	98.9%	96.2%	96.9%



SYMCA has seen exits from out-of-home care increase during the latter half of FY 2017-2018 and have largely met the targets for permanency measures. As the data below indicates, SYMCA's discharge rate has fluctuated but improved recently. They have also seen a steadily rising percent of children in care 18 months or more, although they have been below the statewide average for the majority of the past

18 months.



A higher discharge rate is good if the % not neglected or abused after services remains high (standard is 95% or higher)

5. Findings related to funding, fiscal trends and fiscal management.

- Sources: ([The Child Welfare Key Indicators Monthly Report](#), [The Child Welfare Dashboard](#), CBC Financial Viability Report, CBC Financial Viability Integrated Data Report and CBC Budget Projections)
 - Summary below; see CBC Financial Viability Integrated Data Report, CBC Budget Projections and CBC Financial Viability Report for additional details.
- 5.1. **How has core services funding changed over time? (Financial) How has the CBC managed these changes? What adjustments to the available array of services have been made? (Service Array covered in Section 1)**
 - 5.2. **How has any changes to core services funding contributed to any projected deficits for FY 2018-2019?**
 - 5.3. **In what ways are funding dynamics in the CBC unique or atypical of funding in other CBCs?**

- 5.4. *What is the amount of the anticipated deficit for the current year? How reliable and valid are these projections?*
- 5.5. *Are their options other than Risk Pool funding available to reduce the deficit?*
- 5.6. *If the CBC meets the criteria for Risk Pool funding, but the amount of funding available is insufficient to cover the projected deficit, what other options are available?*
- 5.7. *Are there fiscal practices that could be completed with greater efficiency in order to reduce the projected deficit?*
- 5.8. *Has the most recent CPA audit indicated any issues that would affect the financial health of the organization?*

Total Funding

DCF Contract Funds Available at Year End (by Fiscal Year)	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19
Core Services Funding	\$19,139,238	\$19,313,536	\$19,826,917	\$20,677,650	\$22,294,024	\$22,324,993
Risk Pool Funding	\$0	\$0	\$1,891,577	\$1,785,000	\$2,719,085	\$0
CBC Operations "Back of the Bill" Funding	\$0	\$0	\$0	\$709,002	\$0	\$0
Other Amendments to Initial Allocations	\$11,578	\$21,533	\$192,572	\$56,549	\$390,189	\$0
Amended Core Services Funding	\$19,150,816	\$19,335,069	\$21,911,066	\$23,228,201	\$25,403,298	\$22,324,993
Funding not defined as Core Services Funding						
Independent Living (IL and Extended Foster Care)	\$564,234	\$564,234	\$564,234	\$564,234	\$664,114	\$768,388
Children's Mental Health Services (Cat 100800/100806)	\$300,158	\$300,158	\$300,158	\$300,158	\$300,158	\$300,158
PI Training, Casey Foundation or other non-core svcs	\$0	\$0	\$0	\$0	\$0	\$0
Safety Management Services (Nonrecurring)	\$0	\$0	\$0	\$329,521	\$0	\$329,521
Total at Year End	\$20,015,208	\$20,199,461	\$22,775,458	\$24,422,114	\$26,367,570	\$23,723,060
Maintenance Adoption Subsidy (MAS)	\$6,014,855	\$6,410,212	\$7,035,052	\$7,277,070	\$7,530,772	\$7,494,406
MAS Prior Year Deficit			-\$157,689			
Carry Forward Balance from Previous Years	\$846,092	\$1,520,019	\$1,195,670	\$420,271	\$21,398	\$721,878
Total Funds Available	\$26,876,155	\$28,129,692	\$30,848,491	\$32,119,455	\$33,919,740	\$31,939,344

SYMCA has had a deficit every year since FY 2015-2016 and received a total of \$7,104,664 for deficits in the past three fiscal years. A deficit in FY 2018-2019 would be the fourth year in a row of deficits.

The Total Core Services funding did increase by about \$1.6 million from FY 2016-2017 to FY 2017-2018. However, there was no major increase in Core Services funding in FY 2018-2019. The CBC received \$329,521 in funding for Safety Management Services and an increase in Independent Living funds of almost \$100,000 in FY 2017-2018, and another increase of a little over \$104,000 in FY 2018-2019. These new allocations provide additional financial resources for SYMCA.

Projected Revenues

The due date for risk pool applications for FY 2018-2019 from CBCs to the department was mid-August which was before the final FY 2017-2018 expenditures were completed by CBCs and submitted to the department. Therefore, applicant

CBCs had to make some assumptions about their FY 2017-2018 carry forward surplus or deficit and any excess federal earnings as part of their revenue projections.

The total projected revenues by SYMCA was \$32,669,617. In their projected budget for FY 2018-2019, SYMCA used the initial allocations for July 1, 2018. However, an additional allocation of \$57,849 from Title IV-E funding for changes to the Extended Foster Care program effective January 1, 2019 will be allocated prior to January 2019. SYMCA also included an estimated amount of carry forward surplus and prior year excess federal earnings. The estimated carry forward surplus was understated by \$78,787. The amount estimated for excess prior year federal earnings was understated by \$90. Adjusting for these three corrections, the total revenues were \$32,806,434.

Projected Expenditures

The total projected FY 2018-2019 expenditures by SYMCA was \$34,683,981. This total is \$1,532,852 greater than the FY 2017-2018 actual expenditures reported of \$33,151,129. No Case Management Organization (CMO) deficits were identified in the risk pool application request or the budget projections provided.

The **Full-Time Wages** line increased by \$2.1M from \$4.267M to \$6.381M. Two decisions account for the increase to this line. The first was to bring the case management function in Sarasota county in-house in February 2018 due to the contracted provider terminating their contract, thus creating the need to add critical positions. The annualization of bringing case management in-house increased **Full-Time Wages** by \$1,639,601. The second was to add or fill positions. SYMCA stated that after discussions with Suncoast Region, critical positions were added to ease the burden on the system of care due to the increased average number of removals over the last four years. The forecasted hiring of positions is staggered through February 2019 to ensure adequate time to hire and train these positions as well as to evaluate the positions as they are added for maximum effectiveness within the system of care. The increase to **Full-Time Wages** for this decision is \$474,626 and the annualized amount is approximately \$827,000.

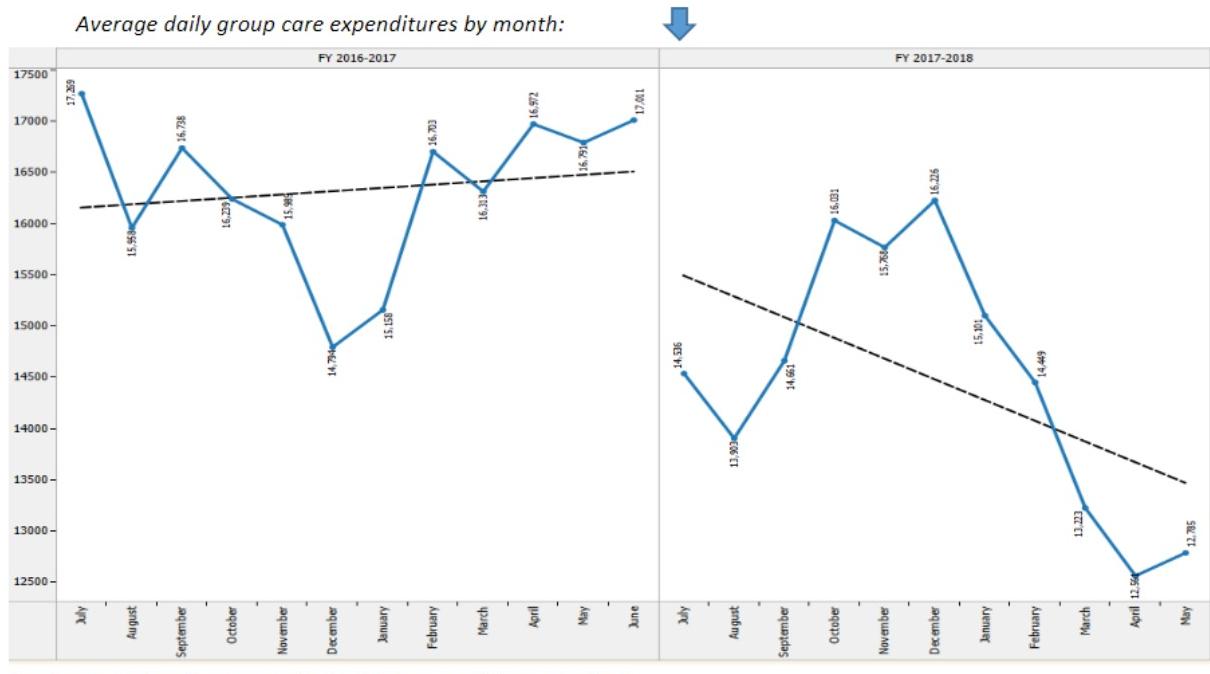
The **Contracted Case Management line for Manatee County** was \$257,647 more than the actuals for FY 2017-2018. SYMCA stated that six case management positions were added during the second half of FY 2017-2018 however no additional funding was utilized since the CMO used their surplus from vacancies in the first half of FY 2017-2018. Funding for the six positions was added to the contract effective July 1, 2018.

The projection used for their **Residential Group Home** line of \$7.3 million was about \$100,000 less than the amount of their actual expenditures for FY 2017-2018. The trend in their average daily (facility-based) residential group care board payments (LCRGE) has been on a decreasing trend since December 2018 (\$16,226 per day) to

May 2018 (\$12,785 per day), however June 2018 was up a little (\$13,212 per day). The only way that this projection will occur is if the average daily cost for group care increases at essentially the same rate with which it decreased during FY 2017-2018. Given the recent data and this assumption of increase, the possibility exists that the projected deficit could be overstated if SYMCA is successful in keeping the number of children in residential group care from increasing this fiscal year. If SYMCA were to realize the same level of licensed care expenditures from June 2018 on average for all of FY 2018-2019, this would reduce their projection by \$725,444.

If SYMCA were to realize expenditures for FY 2018-2019 at the same daily rate in licensed group care as of June 2018 of \$12,902, they could realize expenditures of \$414,869 less than they reported in FY 2017-2018.

SYMCA did not include a **Maintenance Adoption Subsidy (MAS)** deficit in the projection.



FY 2018-2019 Financial Viability Plan

In their design and instruction for the Financial Viability Plan (FVP) templates, the department requested that CBCs identify their actions to address three primary cost drivers:

1. Factors related to entries into care
2. Factors related to the cost of children while in care
3. Factors related to exits from care

SYMCA's FVP contains actions to address the three primary cost drivers affecting their financial position. The actions include:

- Continue to monitor effectiveness of prevention and diversion programs and make changes as necessary to try and safely minimize removal rates.
- High end residential reviews for all children in licensed care placements including those in out-of-county placements.
- Develop and implement initiatives for increased traditional foster bed capacity.
- Review children in licensed care to identify efforts and steps to discharge from licensed care by increasing permanency and reunification.

The actions in the FVP does contain specific measurable performance numbers such as a reduction in the number of removals (-10%), the number in out-of-home care (-4%) and the number in residential group care (-15%) and increases in the number of foster home beds (net +30 beds or +10%). The plan identifies minimal projected cost savings for reduction of removals and residential group care, but not for other actions in their plan.

Projected Deficit

The Risk Pool application requested \$2,014,364 which is the amount of the deficit projected by SYMCA. Adjusting for an understated estimate of additional revenues of \$90 for prior year federal excess earnings, the understated carry forward surplus of \$78,878 and the January allocation of additional funds for extended foster care of \$57,849, the adjusted projected deficit is \$1,877,547 or 5.7% greater than their projected revenues.

No findings were identified in the most recent CPA audit of June 30, 2017.

6. Findings related to overall management.

- Sources: ([CBC Contract Monitoring Report](#), Financial Viability Plan, [17/18 Risk Pool Report](#))
- Summary below; see [CBC Contract Monitoring Report](#) – Sections 4 and 11, and the Financial Viability Plan for more details.

- 6.1. *To what extent is there clear and effective communication between and among the Region, the CBC, the Sheriff (if applicable), case management organizations and other key community partners?*
- 6.2. *How actively and effectively does CBC management track programmatic performance and fiscal performance?*
- 6.3. *What actions have been taken by the Region and/or the CBC to resolve the fiscal issues without accessing the Risk Pool? What further actions are planned?*

According to prior risk pool visits, SYMCA continues to maintain extremely positive and collaborative relationships with all stakeholders and providers. This is a significant strength of their system. Surveys conducted with SYMCA's partners as a part of the CBC On-Site Monitoring this fiscal year indicate that relationships remain strong.

SYMCA continued to work on recommendations from the FY 2017-2018 Risk Pool. See below for status:

Recommendation	Actions
It is recommended the Region and SYMCA explore engaging the managing entity in obtaining the needed services.	The SVP of CBC Operations sits on CFBHN board (the ME); the ME has some PRIT funding that is spent on services.
It is recommended that SYMCA continue their focus on Conditions for Return.	<p>CMO leadership, Lead Agency Directors for Out of Home Operations, reviews and identifies cases for conditions to return and/or licensed care step down via high and low end reviews.</p> <p>CMO leadership and Lead Agency Operations staff conduct specialty consults for supportive services such as Emergency Response and Assessment Team (ERAT) Family Centered Services and POS one-on-one in home providers for conditions to return options.</p> <p>Manatee County (additional support) Lead Agency Permanency Specialist (Casey Family funded)</p> <ul style="list-style-type: none"> • Conducts file reviews for children with extended length of stay. • Attends case plan conferences and provides expertise as to elements on conditions to return elements and recommendations for services to expedite conditions to return. • Provides case referrals to Family Support & Reunification Program to start and/or support the reunification process. • Follows up on resources located via Family Finders team for in and out of state placements
It is recommended that the Region perform an in-depth review of removals, as it appears removals have decreased and	Action for Child Protection review findings shared Jan 2018

stabilized in Manatee but increased significantly in other areas of the Circuit managed by DCF.	DCF/CBC Safety Management Pilot Initiated February 2018; Continued analysis of removal reasons as well as referrals to Family Support and Non Judicial services
It is recommended that SYMCA continue work on strengthening safety management services.	ERAT (safety management services) are now employed directly by the YMCA, as of January 2018. The non-judicial team transferred from oversight by the judicial case management team to the ERAT Director to strengthen services.
It is recommended that SYMCA review placements above the mean, but not the highest cost placements, to determine what the child's true need is and if a step-down placement is more appropriate	The YMCA conducts high end and low end meetings to review all placements over \$650 per month and determine step-down placements, as appropriate. Our average daily cost of group care has dropped from July 2017 (\$14,536) to April 2018 (\$12,561).

Summary of Findings:

Based on the information reviewed the Risk Pool Review Committee was able to affirm the following:

- SYMCA had a substantial increase in removals, however recently saw a decrease, and a correlating increase in the number of children placed in foster care and residential group care. However, while the removal rate is still high, the number of children coming into care has slightly decreased in both FY 2016-2017 and FY 2017-2018.
- SYMCA has done a good job of adding front end services as a concerted effort to help decrease the number of children entering care. They are currently rated a "1" on their family support services and safety management services. This rating indicates that they do not have services aligned with practice and that there may be capacity issues. However, SYMCA has not submitted information for an updated rating to reflect the changes they have made which, when completed, could likely increase their rating.

Recommendations:

The Peer Review Committee recommendations that SYMCA receive a full allocation of risk pool funding in the amount of \$1,402,921 based on an adjusted budget and cash flow analysis completed by the Office of CBC/ME Fiscal Accountability. The amount of \$474,626 was removed and not approved by the risk pool peer review team, as it was attributed to new positions which do not meet the risk pool criteria.

1. SYMCA must continue to follow the recommendations of the previous risk pool report.
2. SYMCA must continue to monitor and follow their financial viability plan.
3. SYMCA should submit information for an updated service array rating.